

CONDITIONS AND FORMS OF IMPLEMENTING THE CAPI MODEL IN
ORGANIZATIONAL MANAGEMENT

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Abstract

This article analyzes the CAPI model (Coalesced Authority, Power, Influence), which plays a crucial role in making effective decisions and implementing them in organizational management. The study examines the theoretical foundations of this concept developed by Ichak Adizes, its components, and their interrelationships. Additionally, the role of the alignment of authority, power, and influence elements in enhancing organizational performance is explored.

Keywords

CAPI model, management effectiveness, authority, power, influence, leadership, organizational management, Ichak Adizes.

Introduction. Forming an effective management system in modern organizations is one of the most important strategic tasks. In the context of a market economy, organizations need effective leadership mechanisms in order to ensure competitiveness, achieve innovative development, and maintain sustainable operations.

Leadership effectiveness often depends not only on formal authority, but also on the ability to influence the team and ensure the implementation of decisions. From this perspective, the CAPI model, developed by the renowned management scholar Ichak Adizes, is of particular importance in management theory.

The CAPI model reflects the interrelationship and harmony of three key components in organizational management: Authority, Power, and Influence. When these components are integrated, decisions are implemented effectively within the organization, employee motivation increases, and teamwork is strengthened. The purpose of this article is to analyze the theoretical foundations of the CAPI model in corporate leadership, determine its practical significance, and scientifically substantiate the conditions and forms for its implementation.

Literature review. Scientific studies related to the CAPI model have mainly been conducted in the fields of management, leadership, organizational culture, authority, and mechanisms of influence. One of the scholars who made the greatest contribution in this area is Ichak Adizes, who developed the concept of the CAPI model. Adizes scientifically demonstrated that organizational effectiveness can be improved through the leader's harmonious use of authority, power, and influence.

Bernard M. Bass, through his theory of transformational leadership, enriched the scientific basis of the "influence" component of the CAPI model. Bass analyzed the motivational mechanisms through which leaders inspire employees and facilitate decision-making. At the same time, Gary Yukl, by studying leadership strategies and management styles, explained the interrelationship between authority and influence in the context of the CAPI model.

Stephen P. Robbins and Mary Coulter conducted research in management theory and highlighted issues of effective resource utilization in organizational management and interaction with employees. Likewise, Henry Mintzberg analyzed the practical functions of managers and their roles in the decision-making process, demonstrating with scientific justification the effective functioning of authority and power.

Edgar Schein studied the relationship between organizational culture and leadership influence, and provided a broader explanation of the connection between influence and management culture. John P. Kotter conducted research on change management and identified the strategic role of the CAPI model in implementing organizational change. At the same time, Kaplan and Norton, through strategic management and performance measurement systems, scientifically substantiated ways of using authority and power effectively. Finally, Peter Drucker, through modern management and decision-making theory, created a conceptual foundation for the CAPI model in terms of resource allocation and effective decision management.

Research methodology. Using the methods of analysis and synthesis, scientific literature in the fields of management and leadership was studied, and the theoretical foundations of the CAPI model were examined in depth. Through this approach, the interrelationship among the components of authority, power, and influence, as well as their role in decision-making and implementation, was identified. Through a systems approach, the organizational management system was viewed as a complex structure consisting of interrelated elements, which made it possible to better understand the impact of CAPI components on team effectiveness. By means of the comparative method, the effectiveness of various management models was compared with the CAPI model, and its advantages in improving the quality of decisions were identified. Through the empirical observation method, real organizational management processes were analyzed, and the practical significance of the CAPI model and its influence on employee motivation were assessed. By applying these methods, the main factors influencing the improvement of leadership effectiveness in the company's management system were identified.

Analysis and results. Why do employees sometimes perform assigned tasks only "half-heartedly," without exerting their full effort? Or why is it that even when a first-rate solution, sufficient authority, and necessary resources are available, an employee is still unable to implement it in practice, making task completion impossible?

To expand management capabilities, Ichak Adizes proposes the CAPI methodology. By applying its principles in life and business, it is possible to improve not only the effectiveness of task performance, but also the quality of implementing any decision.

The CAPI model represents the harmony and interrelationship of three key elements required for decision-making and its implementation in the management process (Figure 1).

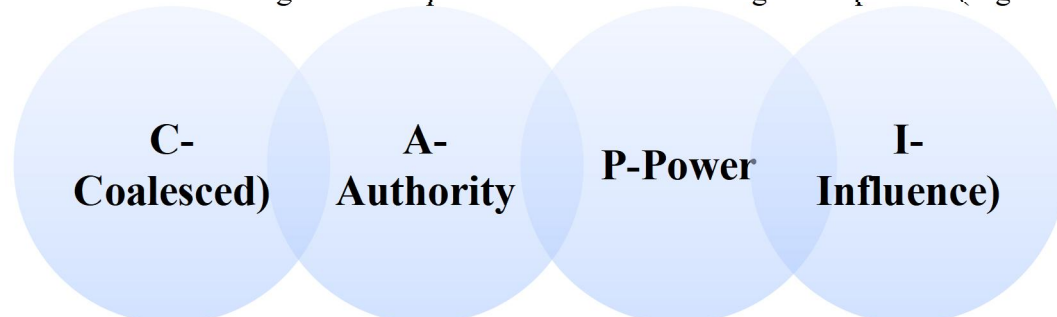


Figure 1. Main Elements of the CAPI Model

Authority refers to the formal right of a manager or official to make decisions based on their official powers. This authority is determined by the organizational structure, job

descriptions, and internal regulatory documents of the organization. For example, a department head has the authority to distribute tasks among employees or to supervise the work process.

Power is the ability to exert actual influence over the behavior of others through the use of resources. These resources may include financial means, systems of rewards and punishments, information, and other management tools. Power enables a manager to implement adopted decisions in practice.

Influence is the ability to affect the opinions and behavior of others through personal qualities, knowledge, experience, reputation, and trust. Influence is often informal in nature and develops over time. In some cases, even a person who does not hold a high position in the organization may possess considerable influence.

The components of the CAPI model must operate together, because if one of them is missing, the entire structure collapses like a “house of cards,” and the task remains unfulfilled.

The main idea of the CAPI model is that these components, when existing separately, do not produce effective results. They ensure management effectiveness only when they function in mutual harmony (Figure 2).

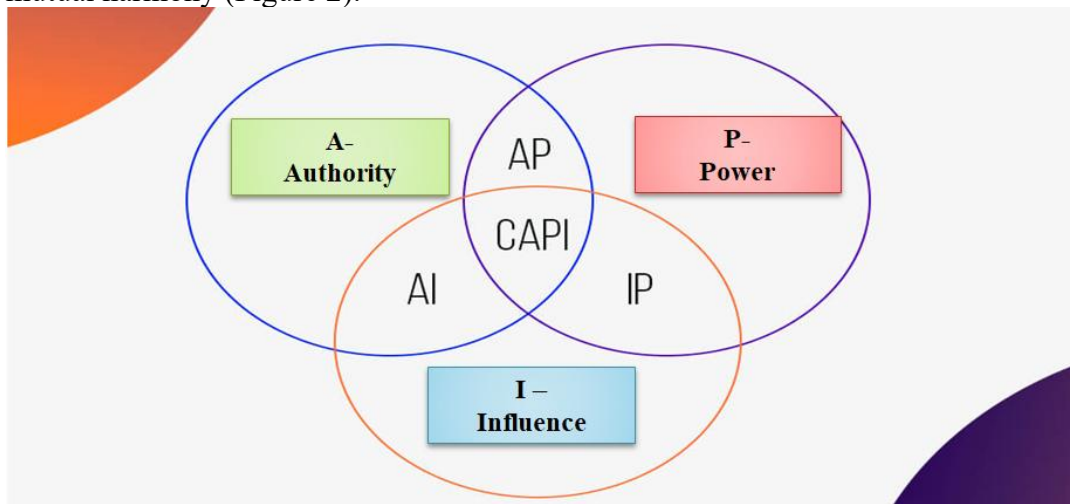


Figure 2. Interrelationship among the CAPI Components

When authority and power (AP) are combined, a manager gains the ability to issue instructions to employees and to reward or punish them. However, if influence is absent, employees will carry out decisions only under compulsion, and their motivation will remain low. Moreover, if these components are not aligned with one another, authority may remain powerless; that is, even if a manager orders an employee to perform a task, the desired result may still not be achieved. At the same time, there will be no effective opportunity to influence the employee.

If power exists separately from authority, employees in such a management system may refuse to cooperate, and this can occur without any sanctions.

When power and influence (PI) are combined, a manager may influence employees, but since he or she lacks formal authority, clear accountability for decisions does not arise. In this form of management, an employee is influenced by someone, yet cannot make an independent decision freely; therefore, such attempts are often perceived as pressure. As a result, the employee is expected to obey and carry out the instruction.

When authority and influence (AI) are combined, the manager possesses professional prestige. However, because sufficient power is lacking, the ability to implement decisions may be limited. The manager has authority and influence and can explain to the employee what needs to be done, as well as provide convincing arguments for the correctness of the decision.

Nevertheless, the manager lacks power and therefore can exert influence only through personal status. Employees under such management rely on the leader's authority and follow all instructions. In this way, recognized authority is formed.

Only when authority, power, and influence function together in harmony, that is, when CAPI is present, can management be truly effective.

The presence of the CAPI model has a positive impact on various aspects of organizational activity.

First, it improves the quality of decisions, because decisions are made on the basis of formal authority, resources, and the trust of the team.

Second, CAPI helps to implement organizational changes effectively. The leader's decisions are perceived not merely as compulsory orders, but as necessary strategic steps.

Third, this model reduces conflicts within the organization and strengthens teamwork. Employees come to understand that managerial decisions are logical and well grounded.

When the CAPI balance is disrupted in an organization, various problems arise. In particular:

- if only authority exists, bureaucracy intensifies;
- if only power exists, inefficiency emerges;
- if only influence exists, disorder appears.

In such situations, employees may sabotage decisions, the quality of work may decline, and organizational conflicts may intensify.

The formation of the CAPI model is not a one-time process, but rather requires continuous managerial effort. This process includes the following stages:

- clearly defining roles and authority;
- ensuring fair and effective use of resources;
- establishing open communication with the team;
- demonstrating the leader's personal example;
- developing corporate culture.

These principles ensure that a manager possesses not only formal authority, but also becomes a leader who is respected by the team.

Conclusion and recommendations. The CAPI model is one of the important concepts that ensures effective leadership in the modern management system. The harmony of authority, power, and influence enables managers not only to make decisions, but also to implement them successfully. This model strengthens teamwork in organizations, increases employee motivation, and plays an important role in achieving strategic goals.

Several scientific recommendations have been developed for the effective implementation of the CAPI model in organizational management.

First, the components of Authority, Power, and Influence must complement one another and function in harmony, because the absence of any one of them may lead to the failure of decision implementation or to employee sabotage.

Second, it is necessary to create an environment of openness, trust, and respect by involving employees and ensuring their participation in the decision-making process, which contributes to the conscientious performance of tasks.

Third, the harmony between authority and power must be guaranteed. If authority exists without power, results cannot be achieved; likewise, if power is separated from authority, employees may refuse to cooperate. At the same time, it is important for the system of rewards and punishments to be fair and clearly defined.

Fourth, the components of CAPI should be integrated into the corporate culture, so that the leader, by setting a personal example, adhering to ethical standards, and aligning with company values, strengthens employees' trust and respect.



Finally, fifth, the effectiveness of CAPI should be supported through continuous monitoring, maintaining balance, and listening to employees' opinions, which in turn ensures the organization's stability and long-term success.

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